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18 April 1973

MEMORANDUM FOR: General Allen
Dr. Martin

SUBJECT : OMB Meeting with IC Principals

1. Dolph Bridgewater, Associate Director for National Security and International Affairs, Office of Management and Budget, James Frey, Chief, International Division, OMB, and Arnold Donahue, Chief, Intelligence Review Group, OMB, have requested a meeting with the IC principals for 0900, 19 April. They wish to discuss IC actions on the President's pending directive calling for establishing programs and management objectives. This meeting follows from a session last week between the DCI and the Director of the OMB (see MOR attached).

2. As agreed with the DCI, Mr. Bridgewater wishes the IC to take the lead in developing a set of objectives for the intelligence community and for all agencies therein. Since these objectives will be reviewed by Mr. Ash with the President, Bridgewater will urge an arrangement wherein IC works with all program managers. Further, he will want specific milestones identified for monitoring progress.

3. You may wish to note to Bridgewater that the proposed procedures and timetable developed earlier for carrying out the DCI Resources Management role (see chart attached) provides for a full IRAC meeting in late July or August. If this is followed, both current-year and program-year proposals of all program managers will be reviewed at that time. There will be required of each program manager an explicit set of objectives together with the resources and operating plans needed to meet them.

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4. Our planned approach is to develop what, in the Defense terminology, is called a "program call." This would be drafted so as to explicitly require all program managers to respond with particular types of information in a prescribed format needed for the IRAC July review. The response could be tailored to fulfill the OMB and Presidential objective as well, although Bridge-water may want something sooner than that. * (It should be noted that on the chart (attached), during the month of May, the drafting of this "program call" has been scheduled.)

5. I am not certain that our original thinking in these matters is consistent in all cases with current OMB proposals. I would hope that the discussion Thursday can clarify how they see this going. The following points are suggested subjects to cover:

- a. the organization and focus of the IC Staff, and
- b. the intended use of NSCIC, USIB, and IRAC, with particular reference to the latter in:
 - 1) developing program objectives, implementing plans, and follow-up arrangements;
 - 2) tying into a management information system within the agencies to monitor their progress;
 - 3) developing in our review processes for cross-program evaluations a measurement methodology; and
 - 4) developing issues for study by task teams so as to provide decision makers with alternative resource options and implication assessments.

6. All of these are great words, but a lot of careful planning is involved to design the machinery for response. OMB should be helped to understand this.

** May 14 is OMB target now.*


John M. Clarke

Attachments: a/s

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Proposed DCI/IC Resource Management Process

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